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GOVERNMENT OF ORISSA

FINANCE DEPARTMENT

RESOLUTION

The 3rd March 2008

SUBJECT—Training of Officers of the Orissa Finance Service Class-II

The members of the Orissa Finance Service cadre man the posts in Commercial Tax Department, Treasury Organisation, Audit Organisation, the posts of Financial Advisers and Assistant Financial Advisers in the Secretariat, Financial Adviser and Chief Accounts Officers in the Major Irrigation Projects, Public Sector Undertakings and Joint Sector Projects. Government in Finance Department in Office Resolution No. 48078—OFS-562/82/F., dated the 20th October 1982 revised the training curriculum of the Orissa Finance Service Class-II Officers and prescribed that the direct recruits to the Orissa Finance Service will undergo training for one year in Madhusudan Das Regional Academy of Financial Management.

All other officers recruited to the Orissa Finance Service cadre by promotion or selection who have not undergone accounts training, will be required to undergo training for a period of 4 months by arranging separate training programme condensing the syllabus indicated below.

2. Considering the present need in the field of Accounts and Financial Management not only in Government but also in Corporations and to utilise the experience gained in the training of such officers, Government have been pleased to revise the existing syllabus for imparting training to probationers of direct recruits of Orissa Finance Service Class-II henceforth in accordance with the programme and syllabus as indicated below :—

Paper : General Laws-I (The Constitution of India)

Subject Code : 101

Term—I

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide an overview on the Constitution of India and the powers of the Government to impose tax, relationship between the Union and the States, etc.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	The participants would, at the end of the session, be familiar with : (3)
The Constitution of India		
1—4	Part-III	* Fundamental Rights
5—7	Part-IV	* Directive Principles of State Policy
8	Part-IVA	* Fundamental Duties
9—15	Part-VI	* The States
16—20	Part-XI	* Relation between the Union and the States.
21—26	Part-XII	* Finance, Property, Contracts and Suits
27—32	Part-XIV	* Services under the Union and the States
33—35	Miscellaneous	* Other important provisions of the Constitution.

Paper : Government Accounting System-I

Subject Code : 102

Term—I

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide an overview on the Financial Administration in Government as well as theoretical and practical knowledge about Government Accounting Systems and Treasury Functions including Government Audit.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	The participants would, at the end of the session, be familiar with : (3)
Treasury functions		
1-2	Features of Government Accounts- Introduction.	1 Cash Accounting 2 Difference with Commercial Accounts 3 Comparison of cash and accrual accounting- advantages and disadvantages. 4 Steps towards accrual accounting 5 Government Accountancy Rules-1990 6 Accounts Rules of Treasury 1992
3	Structure and form of Government Accounts.	1 Consolidated fund of State 2 Contingency Fund 3 Public Account

(1)	(2)	(3)
4—8	Chart of Accounts and Classification in Government Accounts.	1 Major Head 2 Minor Head 3 Detailed Head 4 Practical exercises (3 Sessions) 5 List of Major Heads & Minor Heads
9—12	Organisation of treasury	1 District Treasury 2 Special Treasuries 3 Sub-Treasuries 4 Non-Banking Treasuries 5 Division of responsibilities
13—21	Receipt of money into Government account and procedure to receive money.	1 Books of accounts maintained 2 Challans and checks to be exercised 3 Granting receipts 4 Practical exercise on Books of Accounts 5 Practical exercise on checks on challans
22—30	Withdrawal of money	1 Claims and Bills form 2 Checks to be applied on bills 3 Documents and records maintained 4 Letters of Credit 5 Exchequer Control 6 Practical exercises
31—33	Internal control in the Treasury	1 Internal control in the Treasury
34-35	Miscellaneous	2 Miscellaneous provisions of the Orissa Treasury Code.

Paper : Government Service Rules-I

Subject Code : 103

Term—II

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To acquaint the trainee officers with rules and regulations applicable to Government service, in order to prepare them to provide them an overview of the Orissa Service Code.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	(3)
Service Code		
1—35	Service Code	1 General Conditions of Service 2 Pay Fixation, Increment, E.B., N.B.R. 3 Joining time 4 Foreign Service 5 Supplementary Rules & F.R.S. of G.o.I. 6 C.C.S. (Leave Rules) 7 Orissa T.A. & L.T.C. Rules 8 Practical Exercise (5 Sessions)

Paper : Principles of Management/Organizational Behavior

Subject Code : 104

Term—I

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide concepts and functions of organisation and management relevant to a professional accountant and financial analyst and to provide an insight into certain concepts of behavioral sciences which are crucial to management.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	(3)
1-2	Managing and Managers	<ol style="list-style-type: none"> 1 Organizations and the need for Management. 2 The Management Process 3 Types of Managers 4 Challenge of Management
3-4	The Evolution of Management Theory	<ol style="list-style-type: none"> 1 Evolution of Management Theory 2 The Scientific Management School 3 Classical Organisation Theory School 4 The Behavioral School : The Organization is people. 5 Relations Theories 6 Recent Developments in Management Theory.
5-6	Gobalization and Management	<ol style="list-style-type: none"> 1 What does Gobalization mean ? 2 Gobalization and Competitiveness 3 How Governments influence Competitiveness. 4 The changing International Scene 5 Gobal Business Practice 6 World Bank, DFID, IMF Assistance
7-8	Planning and Strategic Management	<ol style="list-style-type: none"> 1 Planning : An overview 2 The Importance of Planning at Organizations. 3 How Strategic and Operational Plans Differ. 4 The Evolution of the concept of Strategy 5 Levels of Strategy : Some key Distinctions. 6 The content of a Corporate Strategy
9-10	Strategy Implementation	<ol style="list-style-type: none"> 1 Matching Structure and Strategy 2 Institutionalizing Strategy 3 Operationalizing Strategy 4 Using Procedures to Facilitate Implementation.

(1)	(2)	(3)
11—13	Organizational Design and Organizational Structure.	1 Organizational Design and Organizational Structure. 2 Four Building Blocks 3 Organizational Design 4 Downsizing 5 Types of Organizational Structures 6 Functional Organization
14—18	Power and the Distribution of Authority	1 Power 2 Cultural Aspects of Power 3 Authority 4 Line and Staff Authority 5 Delegation 6 Decentralization and Centralization
19—21	Decision Making	1 Time and Human Relationships in Decision Making. 2 Problem and Opportunity Finding 3 Deciding to Decide 4 The Nature of Managerial Decision Making. 5 The Rational Model of Decision Making 6 The Rational Model in Perspective
22—25	Human Resource Management	1 Human Resource Planning 2 Recruitment 3 Selection 4 Training and Development 5 Performance Appraisal and Compensation. 6 Stress Management & Management of change.
26—28	Motivation	1 The Challenge of Motivation 2 Theories of Motivation : An Overview 3 Contemporary views of Motivation
29-30	Leadership	1 Defining Leadership 2 The Trait Approach to Leadership 3 The Behavioral Approach to Leadership 4 Contingency Approached to Leadership 5 Personal Characteristics of Employees
31-32	Communication and Negotiation	1 The Importance of Effective Communication. 2 Inter personal Communication. 3 Improving Communication Process 4 Communication in Organizations 5 Communication by Organizations 6 Using Communication Skills : Negotiating to Manage Conflicts. 7 Stability of Negotiations Outcomes
33	Teams and Teamwork	1 Types of Teams 2 Characteristics of Teams 3 Making Teams Effective
34-35	Effective Control	1 The meaning of Control 2 Designing Control Systems 3 Financial Controls 4 Budgetary Control Methods 5 Types of Budgets

Paper : Tax Laws—I

Subject Code : 105

Term—I

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide the participants with a knowledge of basic principles of the laws governing VAT and its administration.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	The participants would, at the end of the Session, be familiar with : (3)
Value Added Tax		
1—8	Concepts of VAT	<ol style="list-style-type: none"> 1 VAT—What & why ? 2 Evolution of VAT in India 3 How does VAT operate ? 4 Facilitating role of Central Government 5 VAT Design-Rates, Revenue Neutral rate and Input Tax Credit. 6 Other features of VAT threshold limit, self assessment, incentives. 7 Benefits of VAT as against Sales Tax System. 8 Impact on State revenues of Orissa
9	Taxing Authorities	<ol style="list-style-type: none"> 1 Delegation of powers and functions 2 Orissa Sales Tax Tribunal
10—17	Incidence and levy of tax	<ol style="list-style-type: none"> 1 Incidence 2 Levy of tax on categories of transactions—Sale. 3 Rates of VAT & Composition Schemes.
18—35	VAT Administration	<ol style="list-style-type: none"> 1 Registration of Dealers, cancellation and amendment of Registration Certificate (2). 2 Returns and Return Defaults 3 Audit, Assessment and recovery of tax. 4 Refunds under VAT 5 Accounts and Records

Paper : Economics

Subject Code : 106

Term—I

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To make the probationers aware of concepts of Macro-Economics, in particular relation to Indian situation.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1-2	Demand decision	<ol style="list-style-type: none"> 1 Defining Demand, Individual & Market Demand. 2 Factors affecting demand & demand decisions, relationship between price and demand . 3 Concept of price & income elasticity 4 Macro-Economics
3—5	Pricing Decisions	<ol style="list-style-type: none"> 1 Types of pricing 2 Competition, Determinants of price and Market Structure. 3 Practical exercises
Indian Economy		
6-7	Structure of GNP	<ol style="list-style-type: none"> 1 Primary : Secondary and Tertiary Sectors 2 Sectorial impact on Economy
8—11	Growth and Development	<ol style="list-style-type: none"> 1 Human Development Index 2 Methods of capturing Data 3 Practical exercise in calculating HDI of Orissa.
12	Inflation	<ol style="list-style-type: none"> 1 Method of calculation-WPI/CPI
13—17	Poverty in India	<ol style="list-style-type: none"> 1 What is poverty line 2 Trends in Orissa 3 Poverty alleviation schemes—components; challenges; effectiveness.
18-19	Centrally Sponsored Schemes	<ol style="list-style-type: none"> 1 Monitoring progress : parameters to measure outcomes. 2 Panel discussion with officers from Orissa/another State that has been successful in a particular scheme; reasons for comparative performance.
20-21	Externally Aided Projects	<ol style="list-style-type: none"> 1 Mode of financing 2 On-lending Policies 3 Monitoring 4
22-23	Trends	<ol style="list-style-type: none"> 1 Monetary Policy 2 Fiscal Policy & Current Development

(1) 24—27	(2) Trade barriers	(3) * WTO issues * Patents * Services * Impact—panel discussion (e.g: patent and public health).
28—35	Economic and Financial reforms in India	* Banking, FDI, Markets, Infrastructure * Role of Regulators * Impact

Paper : Introduction to I.T.

Subject Code : 107

Term—I

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide a board understanding and appreciation of the fundamentals of the Information Technology. The course aims to equip the participants with the skill to utilize computer in the area of their activity.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1-2	Introduction to Computers	1 Overview of Computer Hardware, 2 Fundamentals of Computers 3 Computer Configuration 4 Operating Systems 5 Common Computer Software
3—8	Introduction to DBMS	1 Data Management 2 Data Hierarchy 3 Database concepts 4 Database Models 5 The Relational Data Model 6 Relational Database 7 Attributes and Domains, Tuples, Keys. 8 Relations and their scheme 9 Relational Operations, Integrity Rules. 10 Popular database Management Systems.
9—15	Introduction to MIS	1 Principles and elements MIS 2 The relationship between organizational structure and MIS. 3 Information requirements for MIS 4 Different types of MIS 5 The process of developing a MIS 6 Criteria for MIS

(1)	(2)	(3)
16—17	Operating System	* Windows OS-Basic Commands of Windows. * Operating System Security Management.
18—25	MS-Excel	* Solver, Goal Seek, Pivot Tables * Financial Functions, Array Formulae
26—35	MS-Access	* Creating databases, Using forms * Formatting the reports, Querying Databases. * Relations, Query on multiple tables * Securing a Database

Paper : Public Finance

Subject Code : 201

Term—II

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—This paper would provide a broad understanding of Public Financial Administration including recent initiatives.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
Public Financial Administration		
1—3	Structure of Federal Finance	1 Principles of Federal Finance 2 Public Financial Administration in Federal setup. 3 Consolidated Fund of India and States -Articles 266 & 283 4 Public Accounts 5 Contingency Fund
4—6	Distribution of Powers between Centre and State.	1 Distribution of legislative powers between Centre and State Governments -Articles 245-255, 7th Schedule 2 Distribution of Revenues between Union and States—Taxes and Grants -Articles 268—279.
7—9	Finance Commission	1 Role of Finance Commission -Articles 280-281. 2 Recommendations of XIth Financial Commission. 3 Recommendations of XIIth Financial Commission. 4 Grants-in-Aid 5 States Finance Commission 6 Recommendations of 1st & 2nd Finance Commission.

(1)	(2)	(3)
Budgeting		
10—13	Constitutional Provisions	1 Finance Act & Appropriation Act—Central Government, <i>-Articles 112—117; 119</i> 2 Money Bills in State Government <i>-Articles 196; 198—207; 209</i> 3 Other Miscellaneous Financial Provisions— <i>-Articles 282—290.</i> 4 Provisions on borrowing <i>-Articles 292-293.</i>
14—17	Government Budgeting Process	1 Objectives of Budgeting 2 Role of Planning Commission 3 Preparation and Presentation of Budget -Budget Documents 4 Milestones in Budgeting 5 Implementation and Monitoring of Budget 6 Linkage with accounting & economic classification. 7 Critical review of the current Budgeting process.
18—20	Modern Techniques of Budgeting	1 Zero-based Budgeting/Zero-based Investment. 2 Performance Budgeting 3 Outcome Budgeting 4 Cash Management & Treasury Functions in Government.
Management of Public Debt		
21—24	Resource Generation	1 Taxation-Principles and approach to an efficient Tax system. 2 Tax structure—Direct and Indirect Taxes. 3 Non-Tax Revenue Sources, User charges. 4 Trends in Orissa in Tax and Non-Tax Receipts. 5 Buoyancy of Tax collection
25—26	Expenditure	1 Plan and Non-Plan Expenditure 2 Capital and Revenue Expenditure 3 Trends in Orissa in Expenditure
27—28	Public Debt	1 Components of Public Debt 2 Trends in Public Debt in Orissa 3 Financing of Debt
Fiscal Responsibility		
29—30	Fiscal Responsibility	1 Parameters of Fiscal Health 2 Fiscal Health of Orissa State Government 3 Fiscal Responsibility & Budget Management.

(1)

(2)

(3)

Parliamentary Financial Control

31—35	Parliamentary Financial Control	1 Public Accounts Committee 2 Committee on Public Undertakings 3 Estimates Committee 4 Departmental Standing Committees
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Paper : Government Accounting System-II

Subject Code : 202

Term—II

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide an overview of the Financial Administration in Government as well as theoretical and practical knowledge about Government Accounting Systems, including Government Audit.

Session No.	Contents of the Syllabus	Session objectives :
		The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1—4	Treasury Accounts	1 Form of accounts to A.-G. 2 Other records to be submitted 3 Overview of checks by the Treasury Officer. 4 Practical exercise on form of accounts/checks.
Overview of Financial Administration		
5—9	Compilation of accounts by A.-G.	1 Daily Bank scrolls 2 Monthly Treasury Accounts 3 Accounts prepared by Departmental officers-Forest/Public Works. 4 Concept of link bank 5 Monthly accounts compiled by A-G 6 Practical exercises on flow of transactions.
10—14	Monitoring of closing Balances	1 Inter-governmental advice 2 Monthly closing balances with CASRBI 3 Links between A-G and CASRBI as well as Central PAO. 4 Ways and means management 5 Practical exercises
15—16	Reconciliation	1 Reconciliation by Treasury with the Bank. 2 Reconciliation with A.-G.
17	Preparation of Annual Accounts	1 Finance Account 2 Appropriation Account

(1)	(2)	(3)
18	Types of Audit by A.-G.	1 Annual Audit 2 Finance Audit 3 Statutory Audit 4 Public Accounts Committee
Miscellaneous Issues		
21—24	Treatment of deposits	1 Revenue deposits 2 Civil Court deposits 3 Criminal Court deposits
25—26	Indenting and distribution of stamps	1 Procedure 2 Accounting
Orissa Budget Manual		
27—35	Budget	1 Plan and Non-Plan Budget 2 FRBM Act
19—20	Role of Treasury	1 Exchequer control 2 Internal control system within the Government. 3 Relationship with other Government Departments. 4 Cash management; executive instructions 5 Cash studies preferably by guest faculty from Finance Department.

Paper : Government Service Rules-II

Subject Code : 203

Term—II

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To acquaint the trainee officers with rules and regulations applicable to government service, in order to prepare them to decide and settle cases that require application and interpretation of these rules in their offices.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	The participants would, at the end of the Session, be familiar with : (3)
Pension Rules		
1—8	Pension Rules	1 Orissa Pension Rules 2 Compassionate Pension Rules 3 Orissa Commutation of Pension Rules
Provident Fund Rules		
9—17	GPF (Orissa) Rules	1 GPF (Orissa Rules) 2 CPF Rules 3 Practice sessions (4)

(1)	(2)	(3)
New Pension Scheme		
18—20	New Pension Scheme	
OTA Rules		
21—25	OTA Rules	
Instructions on Work-charged Employees		
26	Instructions on Work charged employees	
Conduct Rules		
27—28	Conduct Rules	1 Applicability 2 Important Rules—An Overview
Civil Service CCA Rules		
29—32	CCS (CCA) Rules	1 Principles of Natural Justice 2 Types of Penalties 3 Concept of Disciplinary authority 4 Procedure for imposing for penalties 5 Appeals 6 Revision and Review 7 Suspension 8 Mock inquiry (1 Session)
33—35	Miscellaneous	1 ORV Act and Rules 2 Rehabilitation Rules 3 Introduction to Cadre Rules 4 OFS & few other State Cadre Rules 5 All India Services Cadre Rules

Paper : Financial Accounting-I

Subject Code : 204

Term—II

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide the students an introduction to basic principles, procedures and practices of accounting.

Session No.	Contents of the Syllabus	Session objectives :
		The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1—3	Conceptual Framework of Accounting and Financial Statements.	1 Introduction 2 Purpose 3 Scope and Coverage 4 Components of Financial Statements 5 Objective of Financial Statements 6 Users and their Information Needs 7 Assumptions Underlying Preparation of Financial Statements. 8 Qualitative Characteristics of Financial Statements. 9 Definations, Recognition and Measurement of the Elements of Financial Statements. 10 Concepts of Capital and Capital Maintenance.

(1)	(2)	(3)
4—12	Recording of Transactions	<ul style="list-style-type: none"> 1 Introduction 2 The Accounting Process 3 Documentation and Recording of Business Transactions. 4 Classifying Business Transactions 5 Summarising Business Transactions. 6 Other Fundamental Accounting Concepts.
13—20	Measurement of Profit and Financial Position .	<ul style="list-style-type: none"> 1 Measurement of Business Income and Financial Position. 2 Trial Balance to Balance Sheet and Profit and Loss Account. 3 Financial Statements of Companies
21—22	Generally Accepted Accounting Principles	<ul style="list-style-type: none"> 1 Introduction 2 Sources of GAAPs 3 National Harmonisation of Accounting Standards. 4 ICAI's Standard on Accounting Policies : The Mother Standard 5 AS-5 : Net Profit or Loss for the period, prior period and extraordinary Items and changes in Accounting Policies. 6 Concluding Remarks
23—27	Valuation of Fixed Assets	<ul style="list-style-type: none"> 1 Introduction 2 Valuation of Fixed Assets 3 Meaning and Significance of Fixed Assets. 4 Scope and Coverage 5 Principles and Norms of Standard Accounting Treatment. 6 Disclosures in Financial Statements 7 Impact of Government Grants and Borrowing Costs on Fixed Assets Valuation. 8 Fixed Assests of Nestle India Ltd. 9 Concluding Remarks
28—30	Depreciation on Fixed Assets	<ul style="list-style-type: none"> 1 Introduction 2 Depreciation Accounting 3 Meaning and Significance of Description 4 Scope and Coverage 5 Principles and Norms of Standard Accounting Treatment. 6 Disclosures in Financial Statements 7 Depreciation in the case of Nestle India Ltd. 8 Concluding Remarks

31—32	(1) Valuation of Inventories (2)	(3) 1 Introduction 2 Valuation of Inventories 3 Meaning and Significance of Inventories 4 Scope and Coverage 5 Principles and Norms of Standard Accounting Treatment. 6 Impact of the Three Methods of Valuation on COGS, Gross Profit and Net Profit : A Comparison. 7 NRV and its Impact on Valuation of Inventory, COGS, Gross Profit and Net Profit. 8 Disclosures in Financial Statements 9 Inventories of Nestle India Ltd. 10 Concluding Remarks
33—35	Revision	

Paper : Tax Laws-II

Subject Code : 205

Term—II

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To test whether the officers have acquired a working knowledge of the basic principles of VAT and Works Contract Tax laws that are relevant of OFS.

Session No.	Contents of the Syllabus	Session objectives :
		The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
VAT Administration		
1—14	VAT Administration	1 Concept and Evaluation of VAT 2 Cross Country Systems of VAT 3 Liability on Dealers to produce Accounts and supply information. 4 Appeals, Revision and Rectification 5 Offences, Prosecution and Composition of Offences. 6 Other Miscellaneous issues 7 Transitional provisions
15—20	Enforcement and Check Gate Management	1
21—26	Procedure for Recovery of Tax	1
27—30	Practical exercises	1 Guest lecture (from the State Sales Tax Dept.) on the experience in Orissa and the challenges. 2 Practical exercises (3 sessions)
Works Contract Tax		
31—35	Works Contract Tax	1

Paper : Quantitative Techniques

Subject Code : 206

Term—II

Total number of sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To ensure basic understanding of quantitative tools and their application in accounting and audit. It will also familiarize trainees with the methodology of optimizing the resources under uncertain conditions.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	The participants would, at the end of the Session, be familiar with : (3)
1-2	Introduction and Data Collection	<ol style="list-style-type: none"> 1 Why a Manager needs to know about Statistics. 2 The Growth and Development of Modern Statistics. 3 Statistical Thinking and Modern Management. 4 Descriptive <i>Versus</i> Inferential Statistics 5 Why do we need Data ? 6 Types of Data 7 Types of Sampling Methods 8 Evaluating Survey Worthiness
3-4	Presenting Data in Tables and Charts	<ol style="list-style-type: none"> 1 Organizing Numerical Data 2 Tables and Charts for Numerical Data 3 Tables and Charts for Categorical Data 4 Tabulating and Graphing Bivariate Categorical Data. 5 Graphical Excellence
5—8	Summarizing and Describing Numerical Data.	<ol style="list-style-type: none"> 1 Exploring Numerical Data and their Properties. 2 Measures of Central Tendency, Variation, and Shape. 3 Exploratory Data Analysis 4 Obtaining Descriptive Summary measures from a population. 4 Recognizing and Practicing Proper Descriptive Summarization and Exploring Ethical.
9—13	Basic Probability and Probability Distributions	<ol style="list-style-type: none"> 1 Basic Probability Concepts 2 Conditional Probability 3 Binomial Distribution 4 Poisson Distribution 5 The Normal Distribution

(1)	(2)	(3)
14—17	Sampling Distributions and Confidence Interval Estimation.	<ol style="list-style-type: none"> 1 Sampling Distributions 2 Introduction to Confidence Interval Estimation. 3 Confidence Interval Estimation of the Mean (σ Unknown). 4 Confidence Interval Estimation of the Mean (σ Known). 5 Confidence Interval Estimation for the Proportion. 6 Determining Sample Size 7 Confidence Interval Estimation and Ethical Issues.
18—22	Fundamentals of Hypothesis Testing : One—Sample Tests	<ol style="list-style-type: none"> 1 Hypothesis—Testing Methodology 2 Z Test of Hypothesis for the mean (σ Known). 3 The P-Value Approach to Hypothesis Testing. 4 A Connection between Confidence Interval Estimation and Hypothesis Testing. 5 One-Tailed Tests 6 t Test of Hypothesis for the Mean (σ Unknown). 7 Z Test of Hypothesis for the proportion 8 Potential Hypothesis—Testing Pitfalls and Ethical Issues.
23—25	Two-Sample and Sample Tests with Numerical Data.	<ol style="list-style-type: none"> 1 Comparing two Independent Samples : t Tests for Differences in Two Means. 2 F Test for Differences in Two Variances 3 Comparing Two Related Samples : t Test for the Mean Difference.
26—28	Two-Sample and Sample Tests with Categorical Data.	<ol style="list-style-type: none"> 1 Z Test for the Difference in Two Proportions. 2 χ^2 Test for the Difference in Two Proportions 3 χ^2 Test for the Difference in c Proportions. 4 χ^2 Test of Independence
29—30	Time-Series Analysis	<ol style="list-style-type: none"> 1 The Importance of Business Forecasting 2 Component Factors of the Classical Multiplicative Time-Series Model. 3 Smoothing the Annual Time-Series 4 Least-Squares Trend Fitting and Forecasting.

(1)	(2)	(3)
31-32	Simple Linear Regression and Correlation.	<ol style="list-style-type: none"> 1 Types of Regression Models 2 Determining the Sample Linear Regression Equation. 3 Measures of Variation 4 Assumptions 5 Residual Analysis 6 Measuring Autocorrelation : The Durbin-Watson Statistic. 7 Inferences about the Slope 8 Estimation of Predicted Values 9 Correlation-Measuring the Strength of the Association.
33—35	Multiple Regression Models	<ol style="list-style-type: none"> 1 Developing the Multiple Regression Model. 2 Residual Analysis for the Multiple Regression Model. 3 Testing for the significance of the Multiple Regression Model. 4 Inferences Concerning the Population Regression Coefficients. 5 Testing Portions of the Multiple Regression Model. 6 Dummy-Variable Models 7 Co-linearity 8 Model Building

Paper : Government Financial Rules

Subject Code : 207

Term—II

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To acquaint the trainee officers with rules and regulations applicable to Government service, in order to prepare them to decide and settle cases that require application and interpretation of these rules in their offices.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	(3)
General Financial Rules		
1—3	General System of Financial Management and Control.	<ol style="list-style-type: none"> 1. Receipt of Money 2. Collection and check of Revenue 3. Essential conditions governing expenditure from public funds. 4. Standards of Financial Propriety

(1)	(2)	(3)
4—8	Procurement of Stores & Works	5. Basic concepts in Contract Law 6. Overview of Tender Procedures— Special clauses in Contracts. 7. Contract Management—Legal Provisions & Issues. 8. Recent Guidelines of Central Vigilance Commission on Tendering. 9. Procurement Manuals of Gol
9—11	Custody and Accounts of Stores	10. General instructions 11. Dead stock 12. Sale and disposal of stores
12—15	Powers of Sanction	13. Powers in sanctioning expenditure 14. Powers with regard to special matters 15. Report of losses 16. Communication of sanctions 17. Retrospective sanctions : lapse of sanctions.
16—18	Advances to Government Servants	18. General conditions 19. Interest bearing Advances 20. Special of Grants of Advances for purchase of other conveyances. 21. Special conditions in connection with Natural calamities.
Delegation of Financial Powers		
19—23	Delegation of Financial Powers	22. Rationale 23. Provision of Funds by Parliament 24. Primary units of Appropriation 25. Allotment of Funds 26. Appropriation and Re-appropriation 27. Creation of Posts-Guiding Principles 28. Delegation of powers to incur expenditure.
Role and function of Finance Department		
24—26	Role and function of Finance Department.	29. Structure of Finance Department 30. Functions of different wings 31. Role of Finance Department 32. Role of F.A. in Government of India
Institution of Financial Advisors		
27—30	Role of FA	33. Relationship with Department of Finance 34. Budget formulation and implementation 35. Externally Aided Projects 36. Role of Member (Finance) in different Government bodies/Boards/ Autonomous institutions. 37. Procurement
Other Important Issues		
31	Budgeting and Accounting for Externally Aided Projects.	38. Procedures 39. Fund Flow 40. Accounting

(1) 32-33	(2) Grants-in-Aid & Loans	(3) 41 Principles & Procedures 42 Accounting & Audit 43 Monitoring
34-35	Practice exercises	

Paper : General Law-II

Subject Code : 301

Term-III

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide an overview of the Financial Administration in Government as well as theoretical and practical knowledge about General Law including IPC, Cr PC, CPC and other related Acts to create awareness about the subjects.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	(3)
1—6	Jurisprudence	1 Understanding the General Principles of Law and enforcement by the judiciary.
7—10	Interpretation of Statutes	1 Understanding the intension of the Law
11—15	Indian Penal Code	1 Broad overview about the provisions of the Indian Penal Code.
16—19	Code of Criminal Procedure	1 Broad overview about the provisions of the Code of Criminal Procedure.
20—21	Indian Evidence Act	1 Broad overview about the provisions of the Indian Evidence Act.
22—25	Code of Civil Procedure	1 Broad overview about the provisions of the Code of Civil Procedure.
26—28	Orissa Public Demand Recovery Act	1 Broad overview about the provisions of the OPDR Act.
29	Prevention of Corruption Act	1 Special reference to Government Service.
30	Indian Oaths Act	1 Broad overview about the provisions of the Indian Oaths Act.
31—32	Indian Limitation Act	1 Broad overview about the provisions of the Indian Limitation Act.
33	Orissa General Clauses Act	1 Broad overview about the provisions of the Orissa General Clauses Act.
34-35	General Clauses Act	1 Broad overview about the provisions of the General Clauses Act.

Paper : Government Accounting System-III

Subject Code : 302

Term-III

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide an overview on the Financial Administration in Government as well as theoretical and practical knowledge about Government Accounting Systems, including Government Audit.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
Accounting of Public Works		
1—5	Award of works ¹	<ol style="list-style-type: none"> 1 Delegation of powers 2 Calling and acceptance of tenders-general instructions; their rationale . 3 E-Tendering and E-Procurement
6—8	Deposit works	<ol style="list-style-type: none"> 1 Deposit works 2 Grant-in-aid/loan
9—15	Accounts	<ol style="list-style-type: none"> 1 Role of Divisional Accountants 2 Form of Divisional Accounts 3 Organizational Structure 4 Sanctions-expenditure technical and requirements. 5 Appropriation and re-appropriation 6 Monitoring of expenditure 7 Preparation of estimates 8 Practical exercises 9 Reference to Accounts Code Vol-III
Forest Accounts		
16—20	Forest Accounts	<ol style="list-style-type: none"> 1 Organizational structure 2 Delegation of powers 3 Form of Accounts 4 Checks to be exercised in preparation of accounts. 5 Practical exercises
Government Audit		
21—23	Principles and philosophy of Audit	<ol style="list-style-type: none"> 1 Aims and objectives of Audit 2 Audit against regularity, sanction and propriety. 3 Performance Audit 4 Local Fund Audit. 5 Efficiency Audit 6 Value for Money Audit 7 C.A.G. Manuals and Accounts Code Specific.

¹ Also covered under Paper 105 : Service Rules & Regulations under General Financial Rules.

(1)	(2)	(3)
24—26	Role of C & A.G.	1 Provisions of C.A.G.'s (Duties, Powers & Conditions and Service) Act, 1971.
27—35	Process of Audit	1 Inspection and Inspection Report 2 Draft Audit Paras 3 Preparation of Audit Report 4 Accountability to Parliament 5 Preparing replies each stage 6 Dealing with Parliamentary Financial Committees/role of A.G. 7 Preparing replies

Paper : Financial Accounting-II

Subject Code : 303

Term-III

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide the students a thorough grounding in commercial accounting and practices.

Session No.	Contents of the Syllabus	Session objectives :
		The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1—6	Corporate Balance Sheet	1 Introduction 2 Features of the Balance Sheet 3 Understanding the Various Accounts of Balance Sheet and their Treatment Assets (Application of Funds). 4 Miscellaneous Expenditure and Debit Balance in Profit and Loss Account. 5 Liabilities (Sources of Funds) 6 Deffered Tax Assets and Liabilities 7 Loan Funds 8 Shareholders' Funds 9 Reserves and Surplus 10 Concluding Remarks
7—9	Corporate Profit and Loss Account	1 Introduction 2 Features of Profit and Loss Account 3 Understanding the Various Accounts of Profit and Loss Account and their Treatment. 4 Expenditure 5 Concluding Remarks

(1)	(2)	(3)
10	Notes to the Accounts and Significant Accounting Policies.	1 Introduction 2 Significance of Notes to Accounts 3 Case of Nestle India Ltd. 4 Discussion on Corporate Financial Practices of Nestle. 5 Contingent Liabilities not provided for 6 Concluding Remarks
11—20	Understanding and Constructing Corporate Cash Flow Statement.	1 Introduction 2 Meaning and Significance of Cash Flow Statement. 3 Reporting Cash Flow Statement 4 Scope and Coverage 5 Principles and Norms of Standard Accounting Treatment. 6 Disclosures in Cash Flow Statement 7 Construction of Cash Flow Statement of Nestle. 8 Construction CFS from Abridged Balance Sheet and Income Statement. 9 Analysis of CFS of Nestle 10 Concluding Remarks
21—22	Other Financial Reports : I-Auditors' Report and Directors' Report	1 Introduction 2 Auditors' Report 3 Directors' Report 4 Concluding Remarks
23—24	Other Financial Reports : II Corporate Governance Report.	1 Introduction 2 Corporate Governance 3 The CII Initiative 4 Role of SEBI 5 Audit Committee Pursuant to Provision of the Companies Act. 6 Concluding Remarks
25-26	Financial Statement Analysis and the Tool Kit of the Analyst's Multi-step, Horizontal, Vertical and Trend Analyses and Analytical Balance Sheet.	1 Introduction 2 Objectives of Analysis 3 Various Stakeholders and their Interests 4 Tool Kit of the Financial Analyst 5 Tools and Techniques covered in this Chapter. 6 Multi-step Income Statement 7 Horizontal Analysis 8 Common-sized Analysis 9 Trend Analysis 10 Analytical Balance Sheet 11 Concluding Remarks

(1)	(2)	(3)
27—30	Financial Statement Analysis and the Tool Kit of the Analyst : II Ratio Analysis.	1 Introduction 2 Ratio Analysis 3 Classification of Ratios 4 Structure of Discussion of Ratios 5 Brief Ratio Analysis of Ranbaxy Laboratories Ltd. 6 Return on Investment (ROI) Ratios 7 Profitability/Profit Margin Ratios 8 Du Pont Analysis 9 Valuation or Capital Market Ratios 10 Detailed Ratio Analysis of Nestle India Ltd. 11 Core Ratios
31-32	Analysis of Cash Flow Statement and Management Discussion and Analysis Report.	1 Introduction 2 Analysis of Cash Flow Statement 3 Management Discussion and Analysis Report. 4 Concluding Remarks
33	Innovative Techniques of Financial Statement Analysis.	1 Introduction 2 Analysis per Employee 3 Analysis per Equity Share 4 Utility of the Two Techniques 5 Concluding Remarks
34-35	Quality of Earnings : Window Dressing, Creative Financial Practices and Issues Related to Quality of Disclosures in Reported Earnings.	1 Introduction 2 Quality of Earnings 3 Limitations of Financial Statements 4 Leverage Provided by GAAPs 5 Window Dressing 6 Creative Accounting/Creative Financial Practices. 7 Impact of Other Income and Exceptional/Extraordinary Items. 8 Beating Window Dressing 9 Specific Issues in Quality of Disclosures in Reported Earnings. 10 Further Care in Analysis 11 Regulatory Efforts in Ensuring Quality of Earnings. 12 Concluding Remarks

Paper : Financial Decision Making

Subject Code : 304

Term-III

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To familiarize the participants with fundamental principles of financial management and on the techniques employed for financial analysis, planning and control with special reference to their application in functioning of various government departments.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	(3)
1—3	Financial Management : An Overview	1 Evolution of Financial Management 2 Goals of Financial Management 3 Key Activities of Financial Management 4 Risk-Return Tradeoff 5 Organisation of the Finance Function 6 Relationship of Finance to Economics and Accounting. 7 Outline of the Text
4—7	Time Value of Money	1 Future Value of a Single Amount 2 Future Value of an Annuity 3 Present Value of a Single Amount 4 Present Value of an Annuity
8—10	Risk and Return	1 Risk and Return of a Single Asset 2 Risk and Return of Portfolio 3 Measurement of Market Risk 4 Relationship Between Risk and Return
11—15	Cost of Capital	1 Basic Concepts 2 Determination of the Component Costs 3 Determination of the Proportions 4 Weighted Average Cost of Capital, Weighted Marginal Cost of Capital Schedule.
16—23	Capital Budgeting	1 Capital Budgeting Process 2 Cost and Benefits : Basic Principles 3 Cost and Benefits : Illustrations 4 Investment Criteria 5 Net Present Value 6 Benefit Cost Ratio 7 Internal Rate of Return 8 Payback Period 9 Accounting Rate of Return 10 Determination of Cash Flows for Project Evaluation.

(1)	(2)	(3)
24—27	Risk Analysis in Capital Budgeting	1 Measures of Risk 2 Analytical Derivation : Hillier Model 3 Sensitivity Analysis 4 Scenario Analysis 5 Break-Even Analysis 6 Selection
28—32	Capital Structure	1 Assumptions and Definitions 2 Net Income Approach 3 Net Operating Income Approach 4 Traditional Position 5 Modigliani and Miller Position 6 Taxation and Capital Structure 7 Other Imperfections and Capital Structure. 8 Overall Picture
33—35	Planning and Capital Structure	1 EBIT-EPS Analysis 2 Assessment of Debt Capacity 3 Explaining Financing Choices 4 Guidelines for Capital Structure Planning. 5 Leverage Analysis

Paper : Tax Laws-III

Subject Code : 305

Term-III

Total number of sessions : 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To test whether the officers have acquired a working knowledge of the basic principles of six tax laws that are relevant to OFS.

Session No.	Contents of the syllabus	Session objectives : the participants would, at the end of the session, be familiar with :
(1)	(2)	(3)
Central Sales Tax		
1	Overview	1 Objective of collection; Evolution of CST; CST in VAT regime. 2 Competence of the department to collect CST. 3 Important concepts 4 Tax Authorities including Tax Appellate Authority.

(1)	(2)	(3)
2—7	Incidence and Liability of Tax	1 Inter-State trade or commerce; Tax liabilities. 2 Sale or purchase inside a State 3 Sale or purchase in the course of import or export. 4 Determination of turnover 5 Tax incidence on sale to registered Dealer; others. 6 Liability of a Company in liquidation 7 Exemptions
8—12	Tax Administration	1 Registration of Dealers 2 Declaration Forms 3 Penalties and Offences 4 Interest 5 Tax evasion-common methods; solutions. 6 Case study
Other Taxes		
13—20	Professional Tax	1 Objective of collection 2 Competence of the department to collect tax. 3 Process of collection of Tax 4 Contribution to State Revenues 5 Evasion—extent and methods; solutions 6 Case study
21—28	Entertainment Tax	1 Objective of collection 2 Competence of the department to collect Tax. 3 Process of collection of tax 4 Contribution to State Revenues 5 Evasion—extent and methods; solutions 6 Case study
29—35	Entry Tax	1 Objective of collection 2 Competence of the department to collect Tax. 3 Process of collection of Tax 4 Contribution to State Revenues 5 Evasion—extent and methods; solutions. 6 Case study

Paper : Commercial Law

Subject Code : 306

Term-III

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To enable participants to grasp the legal structure within which organizations/individuals in India work.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1—7	Indian Contract Act, 1872	1 Agreement, Contract, Proposal and Acceptance. 2 Consideration 3 Capacity to Contract 4 Free Consent 5 Legality of Object 6 Discharge of Contract 7 Contract of Indemnity 8 Guarantee 9 Bailment 10 Pledge 11 Agency 12 Relations of Principal and Agent 13 Relations of Principal with Third Parties 14 Determination of Agency
8—10	Partnership Act, 1932	1 Defination and Nature of Partnership 2 Relations of Partners to One Another 3 Relations of Partners to Third Parties 4 Incoming and Outgoing Partners 5 Dissolution 6 Registration of Firms 7 Supplemental
11—15	Sale of Goods Act, 1930	1 Sale of Goods Act, 1930 2 Conditions and Warranties 3 Passing of Property 4 Transfer of Title 5 Performance of the Contract 6 Rights of Unpaid Seller against Goods 7 Remedies for breach of Contract 8 Hire Purchase Act, 1972
16—20	Consumer Protection and Unfair Trade Practices Act, 1986.	1 Consumer Protection Act, 1986. 2 Unfair Trade Practices
21—25	Negotiable Instruments Act, 1881	1 Negotiable Instruments Act, 1881 2 Negotiation and Liability 3 Presentment 4 Discharge From Liability 5 Miscellaneous Provisions 6 Crossed Cheques

(1) 26—35	(2) Company Law, 1897	(3) 1 Nature of Company and Registration 2 Memorandum and Articles of Association 3 Shares, Membership and Share Capital. 4 Directors and other Managerial Personnel 5 Meetings 6 Dividends, Audit and Accounts 7 Borrowing, Lending, Investments and Contracts. 8 Minority Protection 9 Kinds of Company 10 Reconstructions and Amalgamations 11 Winding up
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Paper : I. T.-Special Software-O.T.M.S. & VATIS

Subject Code : 307

Term-III

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To enable participants to have a working knowledge on selected software in finance to aid in decision making.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1—3	Ms Power Point	1
4—15	Tally	1
16—20	O.T.M.S.	1
21—30	VATIS	1
31—35	SPSS	1

Paper : Financial Markets and Institutions

Subject Code : 401

Term-IV

Total number of sessions : 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To provide an overall understanding of Indian Financial System. It aims at discussing the different components of Indian Financial Systems viz., Financial Institution, Financial Markets and Financial Instruments.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1-2	Financial Markets : An Overview	1 Meaning, Definition, Location, Role, Functions, Constituents, Financial Instruments, Capital Market Instruments, Indian Money and Capital Markets, Global Financial Markets.
3—8	Money Market	1 Meaning, Definition, General Characteristics, Objectives, Importance, General Functions, Segments/Sub-markets, Financial Institutions, Developed Money Market—Characteristics/Essentials, Money Market and Capital Market, Indian Money Market, Global Money Markets, New York Money Market.
9—14	Capital Market : An Overview	1 Meaning, Money Market, Characteristics, Functions, Indian Capital Market—Evolution and Growth, New Financial Instruments, Capital Market Doldrums, Harshad Factor, Measures of Rejuvenation, Measures of Reactivation, Recent Initiatives in the Indian Capital Market, Indian Capital Market—Major Issues, Rebound in Indian Capital Market.
15-16	Debt Market	1 Meaning, Advantages, Risks on Debt, Issuers Profile Instruments Profile, Role of Bond Market, Price Determination—Factors, Yield of Bond, Yield and Price, Secondary Debt Market, Repos and Normal Buy or sell, Broken Period Interest, Guidelines for Issue of Debt Instruments.
17-18	Foreign Exchange Market	1 Meaning, Characteristics Constituents, Participants, Transactions, Rates and Quotations, Foreign Exchange Risk, Risk Management Tools, Swaps, Mechanics of Currency Trading, Management of Exchange Rates, Indian Foreign Exchange Market, Exchange Rate Management.
19—21	Theories of Foreign Exchange Rate Movement and International Parity Conditions.	1 Purchasing Power Parity (PPP) 2 Absolute Purchasing Power Parity 3 Relative Purchasing Power Parity 4 Graphic Analysis of PPP 5 Empirical Testing of PPP Theory 6 International Fisher Effect (IFE) 7 Graphic Analysis of the International Fisher Effect 8 Comparison of PPE, IFE & IRP Theories.

(1)	(2)	(3)
22-23	Management of Translation Exposure	1 Translation Methods 2 Functional <i>Versus</i> Reporting Currency 3 Comparison of Four Translation Methods.
24-25	Management of Transaction Exposure	1 Measurements of Transaction Exposure. 2 Transaction Exposure based on Currency Variability. 3 Managing Transaction Exposure 4 Is Hedging necessary for the Firm 5 What Risk management Products do Firms Use ? 6 Case Study Team Work Plays Prime Part.
26-27	Management of Economic Exposure	1 Transaction Exposure <i>Versus</i> Economic Exposure. 2 Measuring Economic Exposure 3 Managing Economic Exposure 4 Marketing Management of Exchange Risk. 5 Production Management of Exchange Risk. 6 Corporate Philosophy for Exposure Management. 7 Case Study
28-29	Foreign Currency Futures	1 Definition 2 Type of Futures Contracts 3 Pricing of Stock Index Futures 4 Advantages of using Stock Index Future. 5 Mechanism of Futures Trading 6 Functions of Futures Markets 7 Application of Future. 8 Options Vs Future.
30	Foreign Currency Option	1 Motives for Recent Innovations 2 What is a Currency Option 3 Trading of Options 4 Liberalising Options in India 5 Applications of Currency Options 6 Currency Options Fundamentals 7 Mechanism of Option Trading 8 Relationship between Options and Futures. 9 The Pricing of Currency Options 10 Using Currency Options 11 Speculating with Currency Options

(1) 31—35	(2) Financial Services Institutions	(3) 1 Clearing Corporation of India Limited (CCIL). 2 Credit Rating and Information Services of India Limited (CRISIL). 3 Discount and Finance House of India Limited (DFHIL). 4 Investment Information and Credit Rating Agency of India Limited (ICRA). 5 Moody's Investor Service 6 Standard & Poor's (S & P) 7 Fitch Ratings 8 Over the Counter Exchange of India (OTCEI). 9 National Securities Depository Limited (NSDL). 10 Securities Trading Corporation of India Limited (STCI). 11 Financial Institutions 12 National Housing Bank—Functions and Working. 13 Export-import (EXIM) Bank of India Functions and Working. 14 NABARD—Functions and Working
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Paper : Good Governance

Subject Code : 402

Term-IV

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—This paper would enable the probationers to understand the fundamentals of Good Governance and the recent initiatives taken by the Government for greater transparency and citizen participation.

Session No.	Contents of the Syllabus	Session objectives :
(1) 1-2	(2) Governance	(3) The participants would, at the end of the Session, be familiar with : * What is Governance ? * New Public Management * Role of civil society in governance—enabling factors.

(1)	(2)	(3)
3—11	Decentralization and local governance	<ol style="list-style-type: none"> 1 Historical overview 2 73rd and 74th Constitution Amendment 3 Critical issues after the legislation 4 Social audits, right to recall; vigilance committees; elections. 5 Case studies; Experiments in Kerala; West Bengal, Orissa. 6 Participation of stakeholders in decision making—Orissa's experience in power/mining projects; challenges; lessons learnt. 7 Challenges in urban governance 8 Case studies : Bhagidari Scheme in Delhi; Bangalore Agenda Task Force; Partnership between BMC and public in Mumbai. 9 NGO Activities & Accounts Supervision.
12—16	Right to Information	<ol style="list-style-type: none"> 1 Genesis; Impact of Mazdoor Kisan Sanghram Samiti. 2 International perspective 3 Right to Information Act, 2005 4 Challenges; future
17—20	Administrative Reforms Commission & Act.	<ol style="list-style-type: none"> 1 2
21—25	Corruption	<ol style="list-style-type: none"> 1 Indices of Transparency International. 2 Price of corruption—on human development; on investment; on resources. 3 Effectiveness of vigilance machinery. 4 International experience—Hong Kong 5 Debate on the recent phenomena of sting operations in India. 6 Lokpal/Lokayukta Act
26—28	Citizen's Charter	<ol style="list-style-type: none"> 1 Main themes 2 Features 3 Process of development 4 Implications for administrators
29-30	Judicial intervention	<ol style="list-style-type: none"> 1 Role of Judiciary 2 Public Interest Litigation 3 Debate on Judicial activism—is it encroaching into executive space ?
31—33	Human Development	<ol style="list-style-type: none"> 1 People centered development 2 UNDP's Human Development Report. 3 Human Development Index-Planning Commission Report. 4 Exercise on calculating HDI of Orissa. 5 Human Rights Act
34-35	E-Governance	<ol style="list-style-type: none"> 1 Concepts of E-Governance

Paper : Communication Skills and Office Procedures

Subject Code : 403

Term-IV

Total number of Sessions 20

Internal Marks : 50

Total Marks : 50

OBJECTIVE—The Objective of this paper is to improve the communicating skills of the probationers and to introduce them to office procedures.

Session No.	Contents of the Syllabus	Session objectives :
(1)	(2)	(3)
1—14	Communication Skills	1 Elements of effective communication—oral and written. 2 Negotiations—preparation; do's and don'ts. 3 Project Presentation Technique 4 Power Point Technique 5 Mock exercises
15—20	Office Procedures	1 Official Secrecy Act 2 Rules of Business 3 Orissa Secretariat Instructions 4 Assembly Procedures 5 Orissa Records Manual 6 Writing Office Notes, Referencing 7 Drafting letters—D.O./U.O./Official letters. 8 Drafting orders, notifications, resolution, press notes, circulars and advertisements. 9 Drafting projects reports 10 Replies to Parliament Questions Documentation. 11 Custody of documents; weeding of old records. 12 Practical exercises in each of the above.

Paper : Cost and Management Accounting

Subject Code 404

Term-IV

Total number of sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To help understand costing and management accounting techniques that could be utilized for decision making and control.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1-2	Cost Accounting—An Overview	1 Introduction, Nature of Cost Accounting, Cost Concept/Definition and Classifications, Cost Ascertainment/Product Costing, Installation of a Cost Accounting System.
3-4	Cost Concepts	1 Introduction, Cost Concepts Relating to Income Measurement, Cost Concepts Relating to Profit Planning, Cost Concepts for Control, Cost Concepts for decision-making.
5-6	Costing and Control of Materials	1 Introduction, Control of Materials, Cost of Inventory and Costing Methods.
7-8	Costing and Control of Labour	1 Introduction, Accounting for Labour, Special Problems Relating to Accounting for Labour, Labour Turnover.
9—11	Costing and Control of Factory (Manufacturing) Overheads.	1 Introduction, Factory Overhead costs, Costs Allocation, Absorption of Factory Overheads, Under-absorption of Factory Overheads.
12—15	Unit/Single/Output and Operating Costing.	1 Introduction, Unit/Single/Output Costing, Operating Costing.
16-17	Variable Costing and Absorption Costing	1 Introduction, Variable and Absorption Costing : A Comparison, Variable and Absorption Costing : Reconciliation, Variable Costing and Short-term Decision-making, Advantages and Limitations of Variable Costing.
18—21	Job-order, Batch and Contract Costing.	1 Introduction, Job/Order Costing, Batch Costing, Contract Costing.
22—24	Process, Joint and By-product Costing	1 Introduction, Nature and Suitability, Cost Accumulation in Process Costing, Joint Products, By-products, Sell now or Process Further.
25—28	Cost-Volume-Profit Analysis	1 Introduction, Break-even Analysis
29-30	Budgeting	1 Introduction, The Planning Process, Budget—Definition and Meaning, Budgets—Purpose, Preparation/Type of Budgets.
31—33	Standard Costs	1 Introduction, Meaning of Standards, Establishing Cost Standards, Components of Standard Cost.
34-35	Responsibility Accounting	1 Introduction, Meaning and Objectives, Types of Responsibility Centres. 2 Committee on Public Undertakings 3 Public-Private Partnership

Paper : Tax Laws-IV

Subject Code : 405

Term-IV

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To familiarize the participants with Tax Laws under the central subject effecting the individuals, business and organization in the State.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1—15	Income Tax	1
16—23	Central Excise & Customs	1
24—26	Gift Tax & Wealth Tax	1
27—30	Service Tax	1
31—35	Introduction to GST and E-commerce	1

Paper : Project Preparation and Appraisal

Subject Code : 406

Term-IV

Total number of Sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To enhance the analytical skills of the Officers in preparation and presentation of a study to be undertaken on Social, Economic and other issues. The Officers will be given a topic for study on which they are to study the details and make their presentation.

The trainees will be allotted a topic for preparation and presentation relating to Economic, Social, Socio-Economic and other issues. The participants will have to make a presentation on the subject. This presentation would be based on a detailed study made by them. The topic will be given sufficiently in advance.

Paper : Financial Management in Public Enterprises

Subject Code 407

Term—IV

Total number of sessions 35

External Marks : 75

Internal Marks : 25

Total Marks : 100

OBJECTIVE—To understand the financial and administrative functioning of Public Sector Enterprises and making effective planning for enhancing profitability.

Session No.	Contents of the Syllabus	Session objectives : The participants would, at the end of the Session, be familiar with :
(1)	(2)	(3)
1—4	Legal Status	1 To understand the legal entity and documents of an Enterprise.
5—8	Financial Accounts and Annual Accounts	1 Financial Statements 2 Annual Accounts 3 Directors Reports etc.
9—15	Audit	1 Types of Audit and Role of the Finance Officer.
16—20	Administrative Procedures	1 Study of Administrative set up
21—23	Planning and Budgets	1 Cash Budget 2 Capital Budget 3 Revenue Budget
24—32	Financial Management in Public Sector Enterprises.	1 Principles and Techniques 2 Capital Restructuring 3 Profit Planning 4 Mode of Financing 5 Disinvestments
33—35	Case Study	

Extra Curricular Activities

1. The Probationers should be exposed to different types of Indian Yoga Concepts. They should be trained with practical classes by renowned authorities in this field at least for a period of one month.
2. The Probationers should attend to physical education training preferably in the morning hours to ensure physical fitness.
3. Regular Study in the Library should be introduced for the Probationers during the training period.
4. The Probationers should be provided with adequate provisions for Indoor and Outdoor Games to build up their interest in the field of Games and Sports.
5. The Probationers should be made to know the different aspects of Fine Arts and Music, both Indian and Western, Symphonies, Melodies, Orchestra etc. especially in classical forms as tools of entertainment and exposure.
6. Senior Bureaucrats, Social Activities and renowned personalities in any field may be invited to interact with the Probationers in order to build up their horizon and knowledge base.

3. Attendance

The officers under training will ordinarily have to attend 85% of the theoretical lectures and 85% of days of practical training without which they will not be allowed to sit at the examination. The Director, Madhusudan Das Regional Academy of Financial Management may permit an officer to sit at the examination if there is a shortfall up to 20%.

4. Examination

There will be an examination at the end of each term in the papers as detailed above. The duration and marks carry for each paper is as indicated against each. In the examination those who secure 50% or more in each paper and in the aggregate will be declared to have passed the examination conducted by Madhusudan Das Regional Academy of Financial Management. Where a trainee has secured more than 60% in a paper he will not be required to appear at that paper again in the next examination. The Officers who have failed in the examination prior to introduction of this syllabus will appear at the examination in the old syllabus. The officers who secure more than 70% of marks in each paper and in the aggregate will be declared to have passed the examination with distinction. An officer will not be confirmed in his post until he passes the examination conducted by the Madhusudan Das Regional Academy of Financial Management.

ORDER—Ordered that this resolution be published in the next issue of *Orissa Gazette* and copies sent to all Departments of Government and Heads of Department etc.

By order of Governor
R. N. SENAPATI
Principal Secretary to Government